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ABSTRACT

An indepth study of the FORTUNE 500 Corporations' libraries has revealed consistent characteristics across 27 industrial classifications, some of which parallel the divisions of professional associations, such as the Special Libraries Association. Partial profiles of Pharmaceutical, Aircraft, and Food Libraries are given as examples, with the proposals made that appropriate professional society units sponsor efforts to both complete the relevant profiles, and to determine how 139 of the FORTUNE 500 manage without libraries. Best estimates are that the 311 corporations spend between $108.8 and $145 million for library materials and services annually. (Author)

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THE PERSONNEL, MATERIAL AND FINANCIAL RESOURCES OF THE LIBRARY SYSTEMS OF 311 INDUSTRIAL CORPORATIONS

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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An in-depth study of the FORTUNE "500" Corporations' libraries has revealed consistent characteristics across 27 industrial classifications, some of which parallel the divisions of professional associations, such as the Special Libraries Association. Partial profiles for Pharmaceutical, Aircraft, and Food libraries are given as examples, with the proposals made that appropriate professional society units sponsor efforts to both complete the relevant profiles and to determine how 189 of the FORTUNE "500" manage without libraries. Best estimates are that the 311 corporations spend between $108.8 and $145 million for library materials and services annually.

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It now is possible for the manager of an industrial library to compare his/her expenditures and resources with the other leading corporations in the same industry and with those of all industry. Further, it is now possible for the officers of many professional organizations' subject divisions to learn how effective their colleagues have been in "colonizing" their industry with libraries and to "size" the effort needed to interest more corporations in beginning libraries.

Three data sources make these steps more achievable than ever before: (1) The Special Libraries Association Salary Survey of 1976[1], (2) The "King Report" of economic indicators in science communication also published in Fall, 1976[2], and (3) the body of information we have compiled and organized based on both the FORTUNE "500" List of May 1975 and the standard special library directories.

It is widely accepted that special libraries expend at least as much annually on personnel costs as they do on all other material, equipment and supply costs (excluding costs of occupancy and utilities). Such libraries may be termed "50-50 Libraries." On the other hand, a number of situations are known where the proportions are as high as 75% for personnal and 25% for the remaining expenses. Knowing the number of professionals, the proportion of professionals to clericals, and considering fringe benefits of these personnel to be 25-30% of salaries, then the exemplary SLA Salary Survey figures make it possible to approximate the total personnel costs for a given situation.

Next, if one knows the character of the library (i.e., 50-50 or 60-40, etc.) it is possible to calculate the material, equipment, etc. costs by proportion. However, it is desirable to cross check these latter costs

by 1) learning the annual materials acquisition rate via a published directory, and 2) multiplying the quantities of books, periodicals, reports, and the like by the average figures for all formats and types cited in the fine "King Study" that is surely required reading for all special library managers. Lacking precise knowledge of acquisitions rates, then the "useful life principle" may be used--which assumes that a given technical collection "turns over" every five years, and this indirectly sets the acquisitions rate. Other arbitrary proportions are used by experienced managers, such as: travel and photocopy costs should be one-sixth of the materials budget, and the book budget should be one-third of the periodicals budget (or vice versa!). While Randall[3] has done more careful study of these budget proportionalities than most, still this area includes more of the "art" of special library management than it does its science. Comparability of results would be more meaningful if the practitioners were all to use King's figures as the multipliers.

Over the past decade and a half we have been concerned with finding ways to enable our higher management to determine just how well they have been supporting the industrial library system we have been administering or advising as compared to other "bench-mark" systems or statistically valid populations. The details of how our study has evolved and the validity of the results are embedded in our article published in the May 1977 issue of JASIS.[4] It is felt sufficient here to state that we chose the FORTUNE 500 list of industrial corporations to represent the "cream" of the host organizations for industrial libraries; then, we determined the resources of their libraries via directories that are recognized as being carefully prepared and having quality standards (Young, Young and Kruzas,[5] Kruzas,[6] Anderson[7] and ASLIB[8]); we, then, selected some 30 variables--including

both figures and relative rankings--and prepared numerous sortings and cross correlations employing heavily the classifications of the several industries as determined by FORTUNE.[9]

In summary, we found that 311 of the FORTUNE 500 companies had 1,175 libraries, employed 2,054 professional librarians (or equivalent) to serve their nearly 13 million fellow employees (and some customers), had over 15 million books, periodicals, patents, and microforms and currently received 308,000 periodicals. That is the good news; now the bad news: 189 of the FORTUNE 500 corporations have no reported library service! How this can be so, we do not yet understand. But it seems an important enough matter to concern professional society officials.

Table 1 shows the main SLA Divisions having members employed by FORTUNE 500 companies, the title of the related FORTUNE industrial classification (or category) and whether it fits fully or partially into the Division's scope, and finally, the number of such corporations with and without libraries, respectively. For simplicity, each FORTUNE classification is listed but once.

TABLE 1 Comparable SLA Divisions and FORTUNE "500" Industrial Classifications

SLA Division	FORTUNE "500" Industrial Classification	"Fit"	No. of Corporations	
			With Libraries	Without
Aerospace	Aircraft (#11)	Full	14	0
	Appliances, Electronics (#13)	Partial	28	14
Chemistry	Chemicals (#16)	Full	29	4
	Rubber (#35)	Full	5	1
Documentation	Office Machinery (Includes Computers) (#30)	Partial	9	1
Engineering	Encompasses parts of most Classifications			
Food Librarians	Food (#18)	Full	33	36
	Beverages (#14)	Full	6	3
Metals/Materials	Mining (#26)	Full	2	7
	Metal Manufacturing (#24)	Partial	20	20
	Metal Products (#25)	Partial	14	15
	Glass, Cement, Gypsum Concrete (#20)	Partial	16	2
Natural Resources	Paper and Wood Products (#17)	Partial	17	15
Newspaper	Publishing and Printing (#34)	Partial	9	0
Publishing		Full	9	0
Petroleum	Petroleum Refining (#32)	Full	24	9

TABLE 1 Comparable SLA Divisions and FORTUNE "500" Industrial Classifications (Continued)

SLA DIVISION	FORTUNE "500" Industrial Classification	"Fit"	No. of Corporations	
			With Libraries	Without
Pharmaceutical	Pharmaceuticals (#33)	Full	17	0
	Soaps, Cosmetics (#37)	Full	7	0
Transportation	Motor Vehicles and Parts (#28)	Full/ Partial	10	8
Physics, Mathematics, Astronomy	Measuring, Scientific and Photographic Equipment (#23)	Partial	9	2
Science Technology	One-half (or more) of the remaining 12 Classifications			

While certain Divisions appear to have all the FORTUNE 500 representation possible in their industry, FOOD, for example, has more firms without libraries than those with them. Several of the classifications mentioned in Table 1 are strong in the variables found to be crucial in determination of quality of industrial library systems: number of firms with libraries and their quantity; number of professional librarians (or equivalents) employed; number of volumes held; and whether the system is domestic-only or whether it includes Canadian and/or overseas elements.

Tables 2, 3, and 4 show the industrial classifications represented at the "high end" of the distributions for Libraries, Professional Librarians, and Volumes respectively. Note how the same names reappear and how steady the percentages of their representation are.

Figure 1 shows similar information more graphically.

TABLE 2 Industrial Classifications With Highest Concentration of Libraries -- By Number of Corporations (N=500)

20 plus Libraries	=	Chemicals -- 2
		Appliances, Electronics -- 1
		Motor Vehicles and Parts -- 1
		Office Machinery -- 1
15 - 20 Libraries	=	Petroleum Refining -- 2
		Appliances, Electronics -- 2
		Chemicals -- 2
		Aircraft -- 1
		Measuring, Scientific and Photographic Equipment -- 1
13 - 14 Libraries	=	Office Machinery -- 1
11 - 12 Libraries	=	Appliances, Electronics -- 1
		Chemicals -- 1
		Measuring, Scientific and Photographic Equipment -- 1
		Office Machinery -- 1
		Petroleum Refining -- 1

Highest Overall Percentages of Libraries (By Number of Corporations)

Food - 13.8%	Farm and Industrial Machinery - 7.6%
Appliances, Electronics - 8.4%	Chemicals - 6.6%
Metal Manufacturing - 8%	Petroleum Refining - 6.6%

TABLE 3 Industrial Classifications With Highest Concentration of Professional Librarians -- By Number of Corporations (N=500)

20 plus Professionals	=	Chemicals - 6
		Aircraft - 4
		Appliances, Electronics - 3
		Petroleum Refining - 3
		Measuring, Scientific and Photographic Equipment - 2
		Pharmaceuticals - 2
11 - 19 Professionals	=	Petroleum Refining - 7
		Pharmaceuticals - 6
		Appliances, Electronics - 4
		Aircraft - 3
		Chemicals - 3
		Publishing and Printing - 3
7 - 10 Professionals	=	Pharmaceuticals - 6
		Metal Manufacturing - 3
		Petroleum Refining - 2
		Publishing and Printing - 2

Highest Overall Percentages of Professionals (By Number of Corporations)

Food - 13.8%

Appliances, Electronics - 8.4%

Metal Manufacturing - 8%

Farm and Industrial Machinery - 7.6%

Chemicals - 6.6%

Petroleum Refining - 6.6%

TABLE 4 Industrial Classifications With Highest Concentration of Volumes -- By Number of Corporations (N=500)

200K plus	=	Aircraft - 1
		Appliances, Electronics - 1
		Chemicals - 3
		Food - 1
		Measuring, Scientific and Photographic Equipment - 1
		Motor Vehicles and Parts - 1
		Office Machinery - 1
175 - 200K	=	Aircraft - 1
		Petroleum Refining - 1
150 - 175K	=	Chemicals - 1
		Measuring, Scientific and Photographic Equipment - 1
125 - 150K	=	Aircraft - 1
		Appliances, Electronics - 1
		Petroleum Refining - 2
		Publishing and Printing - 1
100 - 125K	=	Appliances, Electronics - 1
		Chemicals - 1
		Measuring, Scientific and Photographic Equipment - 1
		Motor Vehicles and Parts - 1

Highest Overall Percentages of Volumes (By Number of Corporations)

Food - 13.8%	Farm and Industrial Machinery - 7.7%
Appliances, Electronics - 8.3%	Chemicals - 6.7%
Metal Manufacturing - 7.9%	Petroleum Refining - 6.7%

By definition, the "means" of the several study measures (both considered overall and for each industrial classification) show results for the typical industrial library. Hence, it is now possible to extend the pioneering work on "profiles" that Ruth S. Leonard began with her series in SPECIAL LIBRARIES and as a start, Table 5 is offered for the typical library in the sample industrial classifications of Pharmaceuticals, Aircraft and Food. Note that on all measures cited, Pharmaceuticals and Aircraft exceed the overall mean, and Food trails. ("Holdings" is conceived as a "richer" measure of library materials held and was computed as follows:

$$H = V + {}^{TR}/5 + {}^{M}/5 + 5S$$

where V = volumes, TR = technical reports, M = microforms, and S = subscriptions.) The number of Corporation Employees/Professional Librarian and the Holdings/Corporation Employee are most graphic indications of the relative part information utilization plays in the several industry categories. (Note that our article mentioned earlier as being published in JASIS has a table that cites all the means on the measures for each industrial classification. Information relating to profile budgets will be covered in a later stage of this paper. Data on such factors as space occupied and special access to machine data bases would still need to be developed -- definitely by direct inquiry, rather than the working from secondary sources as both King and we have done.

TABLE 5 Partial Profiles of the Typical Corporation Library in Three Industries Correlating Directly With Certain SLA Divisions

Type of Library	Pharmaceuticals Sci/Tech	Aircraft Sci/Tech	Food Sci/Tech	Mean/27 Industrial Classifications
Part of International System? (Probability)	1:1	1:4	1:6	1:4.5
Number of Professional Librarians	3.35	2.19	1.27	1.81
Number of Company Employees/Professional Librarian	2,606	6,863	15,693	13,260
Holdings (Items)	13,906	43,029	6,699	12,631
Holdings/Company Employee	2.39	4.25	0.76	1.18
Volumes	11,763	13,002	5,090	4,320
Subscriptions	437	309	249	257

The possibility exists that there should be two profiles for those industrial classifications having a sizable proportion of international library systems, as the latter have consistently higher figures. A brief look at the international aspect is provided by the following: a) 71 of the 311 corporations have more than U.S.-only systems; b) Figures 2 and 3 show relative percentages of the systems and their performance, and c) the top 10 individual corporation performers on leading measures -- with international host corporations noted by asterisks -- are shown on Table 6.

So far we have emphasized the identification of logical subject groupings of the FORTUNE 500 corporations and the values found for the statistical measures employed to describe them. We were encouraged at the consistency the latter exhibited and also found that many pairs had significant relationships. In fact, 24 pairs had correlations greater than 0.830, and the following from Motor Vehicles and Parts (Category No. 28) are illustrative:

28 Motor Vehicles and Parts		Correlation (R)	Significance
Measures:	Libraries vs Employees	0.912	0.000
	Libraries vs Assets	0.891	0.000
	Professionals vs Employees	0.888	0.000
	Professionals vs Assets	0.864	0.001

A very helpful feature of the "Statistical Package for the Social Sciences (SPSS)" we used, was the ability to see these relationships graphically in "scattergrams:" the greater the clustering along a diagonal line running from the lower left corner to the upper right corner, the more significance in the relationship between the measures.

Another resource available to us besides the data base from which we have been drawing illustrative examples and values is the personnel pool represented by

TABLE 6 "Corporate Library Olympics"

	By No. of Libraries	By No. of International Systems			By No. of Professional Librarians
			Canadian	UK	
1st	GE* -- 32	Shell*	3	5	Du Pont*
2nd	Du Pont* -- 29	Du Pont*	6	1	Indian Head@
3rd	IBM* -- 25	Exxon*	4	3	GE*
4th	GM* -- 22	Lever Bros.*	0	7	IBM*
5th	Union Carbide -- 21	Monsanto*	1	4	Lockheed
6th	Exxon* -- 20	GE*	4	0	GM*
7th	RCA -- 19	IBM*	2	2	Exxon*
8th	Monsanto* -- 17	Mobil*	1	3	Xerox
9th	Shell* -- 17	Gulf Oil*	3	0	Rockwell
10th	Rockwell -- 16	Western Electric*	3	0	Union Carbide

Note: * Indicates Corporations with International Systems

@ Directories show 71 Professional Librarians employed by this Corporation...

By Employees/Professional Librarian	By Library Holdings	By Holdings/Employee	By Volumes Held	By Subscriptions
Indian Head@	GE*	McGraw-Hill	IBM*	Shell*
Washington Post	Rockwell	Standard Oil (Calif.)	Rockwell	IBM*
Morton-Norwich	IBM*	International Minerals	GE*	Xerox
Schering-Plough	Lockheed	Washington Post	GM*	Du Pont*
McGraw-Hill	General Dynamics*	Lockheed	Du Pont*	Union Carbide
Miles Laboratories	Standard Oil (Calif.)	A. E. Staley	Union Carbide	GE*
Cabot	GM*	Lever Bros.*	Dow	Deere
Olin	Boeing	General Dynamics*	Xerox	GM*
Shell*	Dow	New York Times	Lockheed	Exxon*
Universal Oil	McDonnel Douglas	Shell*	Exxon*	Dow

the under-utilized recent library school graduates and faculty wives in the Austin area. Presumably this is a phenomena of professional "excess" in library school towns. If so, here is a potential research/study potential that could be put to use in a separate task or research-network mode.

For example, two possibilities that would seem appropriate for the Austin area include: 1) A project to delineate a new set of profiles extending those issued by SLA in 1966 to new industries and new information service functions. Presumably it would be funded by a professional library/information science society or sub-unit thereof. This latter entity would be providing advisory input in addition to providing the funds for the endeavor. (The Austin requirement for such an endeavor to be entirely self-supporting would apparently be typical.) 2) A project to ascertain how the FORTUNE 500 companies in a given subject industry classification (or related group of industries) DO obtain their present information input in the absence of a formal technical library service. This would be followed by the development of proposed strategies for the professional society sub-units to follow to encourage the affected firms to undertake or innovate information service units. As this latter project would involve primary sources instead of the secondary ones utilized in the study here reported, travel and other communications costs would be relatively high. Once again, professional society input would be essential and expected via an advisory committee. Their assistance in locating funding would be another necessary condition.

Additional ideas for other projects that could be done by "library-school-town research groups" would be welcomed from readers.

The concluding section of this paper will be devoted to quantifying the financial resources the FORTUNE 500 corporations devote to their industrial libraries to the extent that published data and our own data permit.

First, PERSONNEL as the major expense: 2,054.2 professional librarians (or equivalents) were recorded in these companies. ASSUMPTIONS: the median salary reported by SLA in 1976 of $16,300 is too low to use for industrial libraries, and the 75th percentile of $18,800 is too high. Noting the geographic areas in which these libraries are concentrated and the related salaries cited, we assume $17,000 is about right. The proportion of professionals to clericals is about 1:1.50. The typical clerical salary is about $7,500. Fringe benefits are at least 25% of basic salaries but not as high as 30% in most cases, so using 25% would be conservative.

PERSONNEL COST CALCULATION: (2,054.2 professional librarians)($17,000) + (3,081 clericals) ($7,500) + 25% of preceding = ($34,921,400) + ($23,107,500) + ($14,507,200) = $72,536,100 = Personnel costs.

At this point it is possible to say that if the typical corporation library were "50-50" (as defined earlier), then the annual costs for the FORTUNE 500 libraries would be twice the personnel costs or $145 million/year. The respective figures for assumptions of "66-33" and "75-25" libraries are $108.8 million and $96.6 million totals. (Note: One major petroleum refining company library is currently a 63-37 library according to a private communication.)

MATERIAL COST CALCULATION: The expenditure for periodical subscriptions are traditionally highest of special library materials costs. The 308,679 subscriptions at King's figure of $45 is $13.9 million. Book purchases are typically 1/3 of periodical costs, or $4.6 million. (For a cross check, it would be possible to consider one-fifth of the monographs are replaced each year--the "useful life principle" -- and multiply by the King projected average cost of $18.88 for 1976). "Other" cost calculation: Rather than going through the details of costs for reports, pamphlets, maps, patents, supplies and the

like, we will use the 10% of total budget for "other" that one major industrial library system experiences routinely: 10% of $145 million = $14.5 million.

"OUTSIDE" COST CALCULATION: Finally, that system first mentioned is aware of expenditure for library-like materials that are purchased by the company from departmental funds for permanent charging to work stations of individual technical personnel and/or groups. Recently, these annual expenditures amounted to an additional 25% of the libraries' basic budgets (or $36.2 million in our case).

TABLE 7 Annual Expenditures for Library Services and Materials by FORTUNE "500" Corporations ($ in Millions)

Personnel Costs	=	$72.5
Periodical Subscriptions	=	13.9
Books	=	4.6
"Other" Costs	=	14.5
		$105.5 (As compared to $108.8 for "66-33" Library System overall)
Library Like Materials for Departmental Use	=	36.2
		$141.7 (As compared to $145 for "50-50" Library System overall)

Cost per Each Company Employee:

$$\frac{\$105.5 \text{ million}}{12.9 \text{ million}} = \$8.18 \text{ ("60-30")}$$

OR

$$\frac{\$141.7 \text{ million}}{12.9 \text{ million}} = \$10.98 \text{ ("50-50")}$$

TABLE 8 Annual Expenditures of a Typical Corporation Library in Three Industries Correlating Directly With Certain SLA Divisions

	Pharmaceuticals	Aircraft	Food	Mean/27 Industrial Classifications
Personnel Cost	$118,544	$ 77,335	$ 44,800	$ 63,916
Materials Costs (Plus "Other")	40,696	28,128	20,914	23,354
Total Library Costs:				
("50-50" Method)	237,088	154,670	89,600	127,832
(Alternate Method)	159,240	105,463	65,714	87,170
"Outside" Costs:				
("50-50" Method)	59,272	38,668	22,400	31,958
(Alternate Method)	39,810	26,366	16,429	21,793
Total Cost to Corporation Excluding Occupancy and Utilities				
("50-50" Method)	$296,330	192,356	112,000	159,790
(Alternate Method)	$199,050	131,829	82,143	108,963

(Basis for calculations = same as for Table 7)

It is evident from Tables 7 and 8 that industrial concerns spend over $100 million annually for libraries and an additional $36 million for library-like materials used outside the formal libraries. This amounts to between $8 and $11 for each and every corporation employee. The typical industrial library costs its host between $90 and 100 thousand annually. Of the three sample areas used in this article, Pharmaceuticals and Aircraft are 56% and 17% higher respectively while Food is 28% lower than the mean cost.

Summary

The number of libraries, professional librarians, and volumes maintained by 311 of the FORTUNE 500 corporations are aggregated and subdivided into industrial classifications, with some of the latter corresponding directly to Special Libraries Association divisions. The cooperation of appropriate professional bodies in funding would make it possible for revised profiles of libraries in each classification to be developed superseding the SLA 1966 Profiles, and in making a greater variety available. Another possible project would be to determine how the remaining 189 FORTUNE Corporations receive information service in the absence of formal libraries. Finally, the financial implications of existence of the 1,175 libraries in the 311 Corporations was developed plus those for three sample industrial classifications. Libraries may now compare their costs with others in their industry and the whole industrial population. They may be motivated to find a mechanism for exchanging more accurate financial data in the future.

FOOTNOTES

1. "SLA Salary Survey, 1976" SPECIAL LIBRARIES 67 (no. 12): 597-624 (Dec 1976).

2. King, Donald W., et al. Statistical Indicators of Scientific and Technical Communication, 1960 - 1980. Vol. 1: A Summary Report for: National Science Foundation, Division of Science Information. Rockville, Md., King Research, Inc., Center for Quantitative Sciences [1976] (Sold by the Superintendent of Documents, Washington, D.C.) 99 p.

3. Randall, Gordon E. "Budgeting for Libraries" SPECIAL LIBRARIES 67 (no. 1): 8-12 (Jan 1976).

4. Jackson, Eugene B. and Ruth L. Jackson. "The Industrial Special Library Universe--A 'Base Line' Study of Its Extent and Characteristics." JOURNAL OF THE AMERICAN SOCIETY FOR INFORMATION SCIENCE 28 (no. 3): 135-52 (May 1977).

5. Young, M. L., Young, H. C. and Kruzas, A. T., eds. Directory of Special Libraries and Information Centers. 3d ed. Detroit, Gale Research Co. [c1974] 1435p.

6. Kruzas, A. T., et al., eds. Encyclopedia of Information Systems and Services. 2d International Ed. Ann Arbor, Michigan, Edwards Bros., c 1974. 1277p.

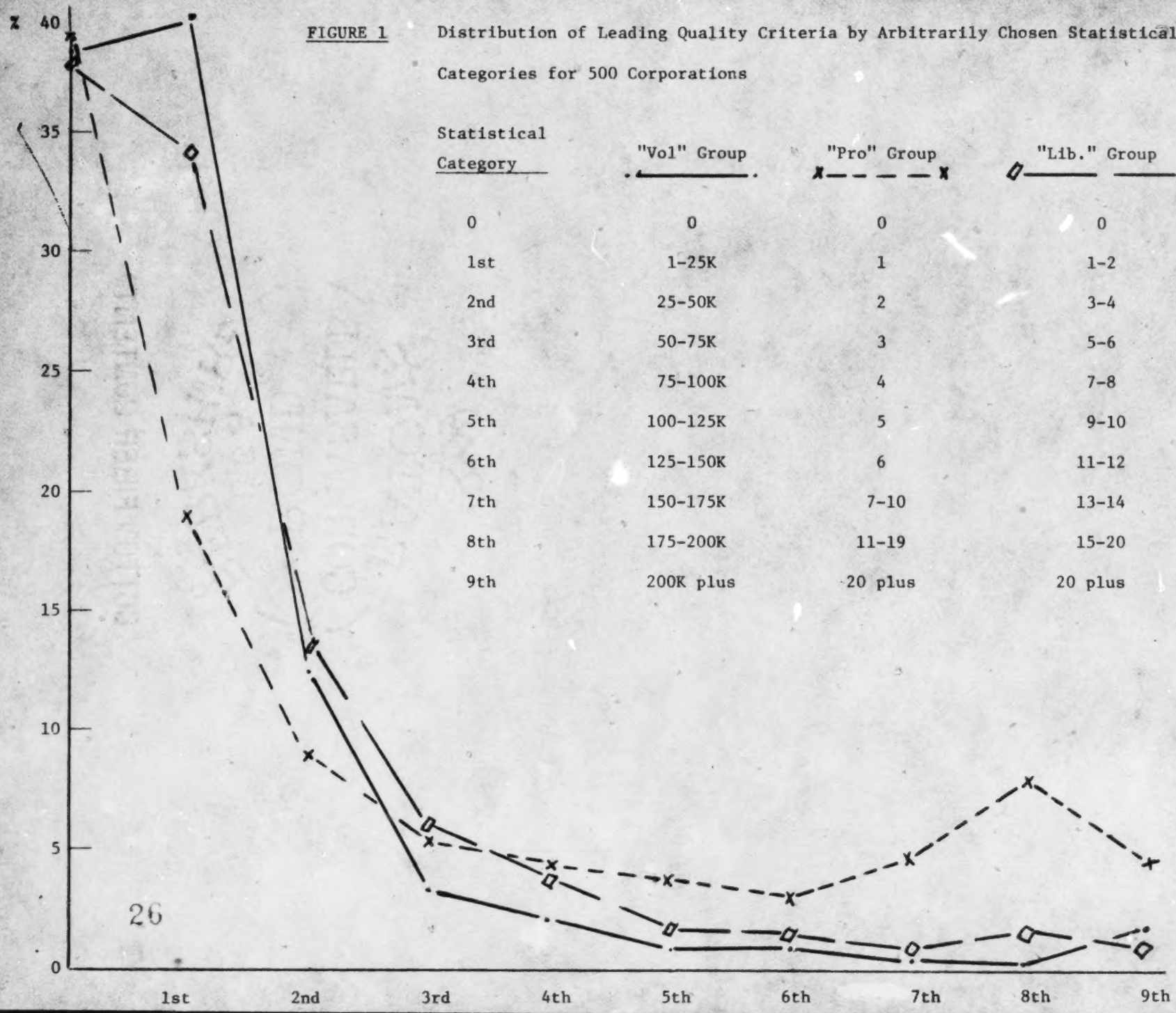
7. Anderson, B. L. Special Libraries and Information Centers in Canada: A Directory. Ottawa, Canadian Library Association, 1970. 169p.

8. ASLIB Directory. London, ASLIB, 1970, 1971. 2v. ASLIB Membership List, 1971/72. London, 1971. 83p.

9. FORTUNE. Fortune's 1975 Directory of the 500 Largest U. S. Industrial Corporations (By Industry Classification) [New York, Fortune, 1975] 11p.
"FORTUNE'S 500 Largest Industrials in U.S., 1975." FORTUNE 91 (no. 5): 208-235 (May 1975)

10. "Profiles of Special Libraries," SPECIAL LIBRARIES 57 (no. 3):179-184 (Mar 1966); 57 (no. 4):227-231 (Apr 1966); 57 (no. 5/6):327-331 (May-June 1966).

FIGURE 1 Distribution of Leading Quality Criteria by Arbitrarily Chosen Statistical Categories for 500 Corporations



Statistical Category	"Vol" Group	"Pro" Group	"Lib." Group
0	0	0	0
1st	1-25K	1	1-2
2nd	25-50K	2	3-4
3rd	50-75K	3	5-6
4th	75-100K	4	7-8
5th	100-125K	5	9-10
6th	125-150K	6	11-12
7th	150-175K	7-10	13-14
8th	175-200K	11-19	15-20
9th	200K plus	20 plus	20 plus

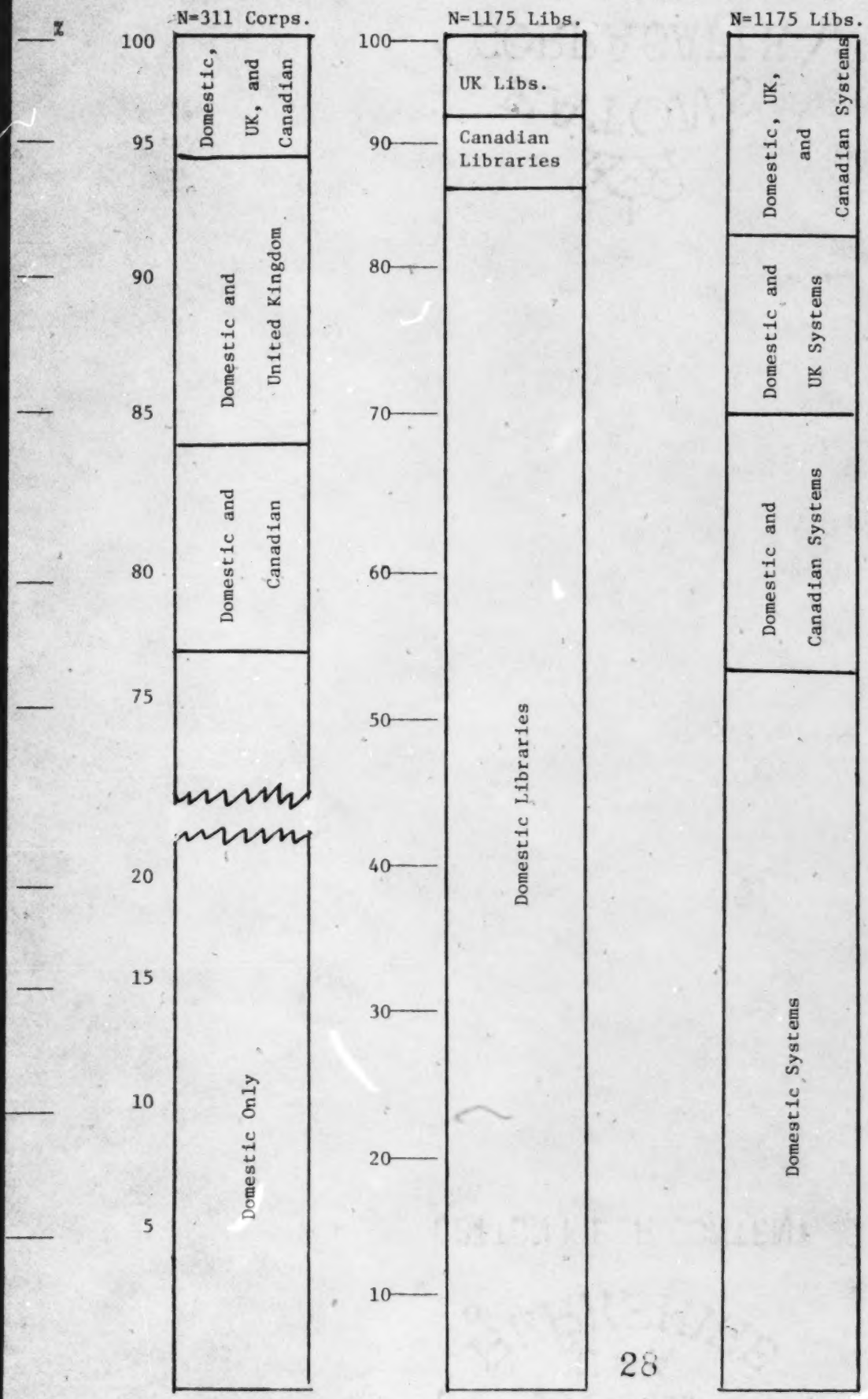
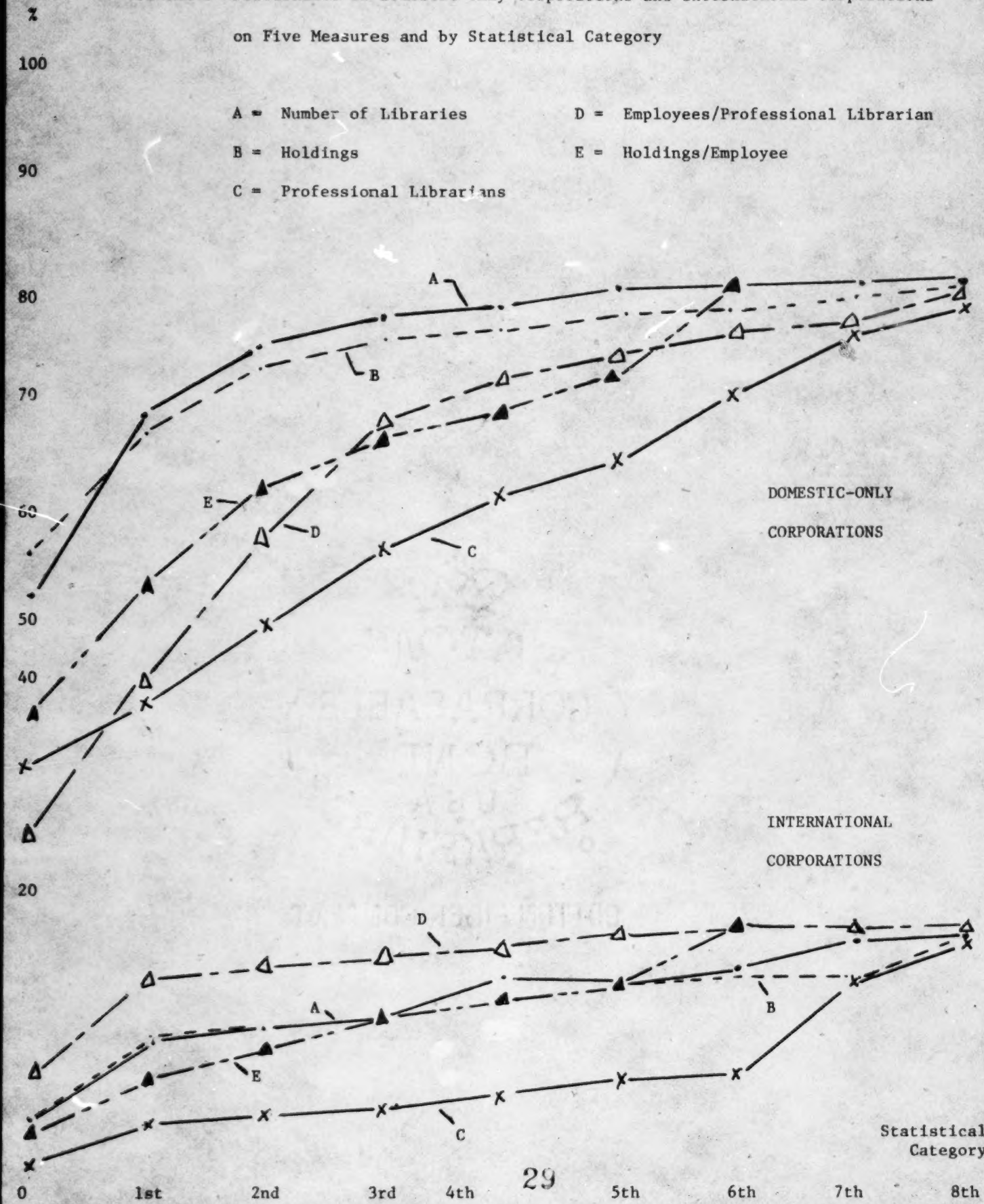


FIGURE 2

International and Domestic-Only Industrial Library Systems. Composition by Corporatic and by Geographic Location

FIGURE 3 Performance of Domestic-Only Corporations and International Corporations on Five Measures and by Statistical Category



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Report of personal research undertaken at the Graduate School of Library Science, University of Texas at Austin. Supplementary to information just published in: Jackson, Eugene B., and Ruth L. Jackson. "The Industrial Special Library Universe--A 'Base Line' Study of its Extent and Characteristics." Journal of the American Society for Information Science v. 28, no. 3 (May 1977) pp. 135-52.